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BRITISH COLUMBIA

Performance Plan

2001 - 2004

Ministry of Aboriginal Affairs

April 20, 2001

MESSAGE FROM THE MINISTER

It is my pleasure to introduce the Ministry of Aboriginal Affairs' 2001/2004 Performance Plan.

The ministry continues to work with First Nations, the federal government, other provincial ministries and all British Columbians to make progress in treaty negotiations and foster opportunities for aboriginal people. Throughout 2001/2004 we will maintain our concerted efforts to reach agreements with First Nations' communities in British Columbia.

This performance plan includes specific targets we will work to achieve during 2001/2002 that can be used to measure our performance at the end of the fiscal year.

The following pages outline our focus for the next three years as the ministry carries out its important work of building relationships with aboriginal peoples in British Columbia.

Yours sincerely,

David Zirnhelt

David Zirnhelt
Minister

101-05320/

INTRODUCTION

Historically, few treaties were concluded with First Nations in the Province of British Columbia. As a result, Aboriginal people in British Columbia have rights that are not clearly defined, yet they are protected by the Constitution. First Nations have attempted to gain recognition of their rights and title through the courts or through acts of civil disobedience. These actions have had a negative impact on government's ability to attract investment into the Province so that industry can move forward with economic development and job creation.

The Government of British Columbia believes First Nation rights and title claims should be resolved through negotiation, not litigation or confrontation. Therefore, in 1993, the Governments of British Columbia and Canada, and the First Nations Summit, established the British Columbia Treaty Commission and the six-stage treaty negotiation process. The treaty negotiation process is open to the public so that British Columbians have access to negotiations taking place in their region, and to information about the negotiations. In addition, the Government ensures local government, businesses and community groups are consulted on issues that may affect them.

Treaty settlements will assist governments and First Nations to bring about positive changes throughout the Province. Those First Nations that conclude Final Agreements with the federal and provincial governments will no longer be subject to the federal *Indian Act*. They will have the means to govern themselves, generate revenue through economic development and job creation, and improve social conditions in their communities. British Columbians will benefit from the certainty that is created in relation to land and resources in the province and increased investment and economic development.

The Ministry of Aboriginal Affairs is responsible for negotiating treaties with First Nations and Canada on behalf of the provincial government and the citizens of British Columbia. Approximately 62% of First Nations in British Columbia have chosen to negotiate treaties through the British Columbia Treaty Commission process. The ministry also negotiates or facilitates other agreements and discussions with First Nations who have chosen not to engage in this process, and with major Aboriginal organizations, provincial ministries and agencies, and the federal government.

The goals, objectives, strategies and performance measures outlined in this plan for 2001 to 2004 have been established based upon the budgetary appropriations provided by the government for the next three years. Performance targets are established on an annual basis, based upon information available at the time of publishing this plan. Given the number of parties involved in the treaty negotiation process and the complexity of the issues under negotiation, it should be noted that circumstances can arise that are beyond the control of this ministry which may influence the ministry's level of success. During the planning period the ministry will continue with efforts to improve upon its ability to develop clear and meaningful performance measures, in order to enhance accountability to the public.

The ministry's only Crown Corporation, the First Peoples' Heritage, Language and Culture Council, is not covered within this plan as they are publishing their own performance plan for 2001-2004.

VISION

All British Columbians have access to social and economic opportunities in the province.

MISSION

Negotiate, on behalf of the provincial government and citizens of British Columbia, fair and affordable settlements of First Nations claims that balance the interests of all British Columbians.

Work with First Nations, Aboriginal organizations, provincial ministries and agencies, and the federal government to build strong foundations for improved social and economic conditions in communities throughout British Columbia.

VALUES

- Open and honest communication.
- Flexibility and adaptability.
- Financial accountability.
- Creativity and innovation.
- Teamwork and cooperation.
- Cultural diversity.
- Healthy and safe environment.

ENVIRONMENTAL SCAN

Challenges:

- Balancing diverse interests.
- Meeting First Nations' expectations.
- Creating a stable negotiating environment.
- Attracting and retaining qualified employees from designated equity groups.
- Establishing measurable accountabilities.

Opportunities:

- Build awareness and mutual understanding of diverse interests through the facilitation of discussions among interested parties.
- Address province-wide issues of concern at treaty tables by working co-operatively with the First Nations Summit and the federal government on resolutions.
- Raise awareness and understanding of Aboriginal issues and the government's approach to resolving claims.
- Remove barriers to employment opportunities to increase diversity in the workplace.
- Enhance decision making and reporting capabilities.

ORGANIZATION AND STRUCTURE

In order for the ministry to successfully meet its goals, the organization is structured as follows:

DEPUTY MINISTER'S OFFICE

Provides strategic leadership, direction and coordination; undertakes ministry performance planning and reporting; provides support to the Minister; and provides the public with information about treaty negotiations and Aboriginal issues through correspondence.

NEGOTIATIONS DIVISION

This Division is made up of an Assistant Deputy Minister's Office, Aboriginal Relations Branch, and negotiation teams for the BC South, North and Interior, North West Coast, and Vancouver Island Regions of the province. The Division conducts treaty negotiations with input and involvement of line ministries and other agencies, and ensures the input of local government and third parties is obtained. The Division works with Canada and First Nations to resolve outstanding specific and cut-off claims; facilitates or conducts other negotiations with First Nations and other parties; and negotiates and facilitates the development of agreements for interim measures and treaty-related measures. The Division facilitates Metis and off-reserve policy discussions with the Metis Provincial Council of B.C. and the Aboriginal Peoples' Council and provides strategic advice to Cabinet on the management of Aboriginal issues. The Division is also responsible for administration of the First Citizens Fund, First Peoples' Heritage, Language and Culture funding and a Line Ministry Fund.

NEGOTIATION SUPPORT DIVISION

This Division is made up of an Assistant Deputy Minister's Office, Mandates Branch, Treaty Related Measures Branch, Provincial Team, Implementation and Settlement Legislation Branch, and Information Provision Branch. The Division provides support and strategic advice to Cabinet, the Minister, Deputy Minister, and other government ministries and agencies on the development and implementation of policies and programs related to Aboriginal people. The Division develops province-wide treaty mandates and negotiating instructions for treaty tables; negotiates federal/provincial cost-sharing arrangements; provides land and resource data information to treaty tables; manages consultation with the Treaty Negotiation Advisory Committee and Union of British Columbia Municipalities; represents the Province in discussions on treaty process issues with the British Columbia Treaty Commission, federal government and First Nations Summit; prepares provincial treaty settlement legislation and negotiates and coordinates provincial implementation of Final Agreements. The Division conducts policy discussions with the Union of British Columbia Indian Chiefs and First Nations Summit on Aboriginal issues; manages the Treaty-Related Measures and Common Land Information Base Funds; and administers adjustment funding for individuals and communities adversely impacted by Final Agreements.

CORPORATE SERVICES DIVISION

This Division is made up of an Assistant Deputy Minister's Office, Finance and Administration Branch, Human Resources Branch, Information Systems Branch and FOI/Records Branch. The Division provides services and support to the Ministries of Aboriginal Affairs and Women's Equality. These services include finance and administration, human resources and employment equity, payroll, information systems, record management, and freedom of information and protection of privacy.

COMMUNICATIONS

Works to raise public awareness and understanding of treaty negotiations and Aboriginal issues through communication planning, developing public information materials and organizing and managing events. The Branch responds to public inquiries and requests for information through the ministry's toll-free information line and maintains the ministry's Internet site. This Branch also provides issues management, media monitoring and media relations services to the ministry, as well as advice and support to the Minister and Deputy Minister.

Input Measures

Activity	FTEs	Budget Allocations		
		2001/02	2002/03	2003/04
Minister's Office	7	$ 418,000	$ 418,000	$ 418,000
Negotiations (includes special account for First Citizens Fund; McLeod Lake Settlement costs; and funding for the Central Region Board, Clayoquot Interim Measure, Heritage, Language and Culture, and Youth Initiatives)	89	$ 33,824,000	$ 33,824,000	$ 33,824,000
Negotiation Support (includes treaty settlement and implementation costs and corporate salary dollars and FTEs for treaty-related measures negotiations)	50	$ 19,920,000	$ 19,920,000	$ 19,920,000
Corporate Services (includes the Deputy Minister's Office, Communications, Human Resources, Finance and Administration, FOI/Records, and Information Systems as well as rent and all other administrative, training and systems operation costs for the ministry.)	45	$ 5,549,000	$ 5,549,000	$ 5,549,000
Totals	**191**	**$ 59,711,000**	**$ 59,711,000**	**$ 59,711,000**

Links to Government's Strategic Plan for 2001-2004

The Ministry's goals, objectives, strategies and performance measures demonstrate, as an organization, we will contribute to the fulfillment of each of the Government of British Columbia's Strategic Plan goals for 2001-2004.

GOAL 1: Certainty Over Lands and Resources in British Columbia

OBJECTIVE: Treaty Settlements with First Nations and Canada

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Treaty Teams Mandates Provincial Team Information Provision Implementation and Settlement Legislation Communications	Negotiate Final Agreements. Ensure agreements are within overall mandate provided by the Government of British Columbia. Ensure all elements of guiding principles to negotiations have been met.	Number of Final Agreements.	No Final Agreements anticipated during this time frame.	Implemented Final Agreements. Aboriginal rights and title to lands and resources clearly set out in treaties. Treaty settlements are fair, affordable and balance the interests and needs of citizens throughout the province.

OBJECTIVE: Demonstrate Progress in Treaty Negotiations with First Nations and Canada

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Treaty Teams Mandates Provincial Team Information Provision Implementation and Settlement Legislation Communications	Conclude negotiations on issue-specific chapters leading to an Agreement-in-Principle.	Number of Agreements-in-Principle. Number of tables with more than 50% of draft chapters having reached substantial agreement. Number of tables with more than 80% of draft chapters having reached substantial agreement.	Complete two Agreements-in-Principle. Six treaty tables. One treaty table.	Support for treaty negotiations is maintained.

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Treaty Teams Mandates Provincial Team Information Provision Communications	Obtain mandates for treaty tables where necessary. Negotiate cost-sharing agreements with Canada. Ensure stakeholder, local government and all provincial interests are identified and considered. Table land and cash proposals at treaty tables.	Number of land and cash proposals tabled.	Table four land and cash proposals.	Guiding principles for treaty negotiations met.
Provincial Team Mandates	Work with the British Columbia Treaty Commission, First Nations Summit and Canada to address obstacles to progress in treaty negotiations.	Number of tripartite agreements reached on issues obstructing progress at treaty tables.	Reach agreement on at least one matter obstructing progress in negotiations.	First Nations remain engaged in negotiations. Negotiations at treaty tables are productive and move toward Agreement-in-Principle and Final Agreement.
Provincial Team	Complete negotiations with Canada on outstanding procedures related to existing Cost-Sharing Memorandum of Understanding for self-government, implementation and third party compensation costs.	Number of outstanding procedures to be completed.	Completion of all procedures related to self-government cost-sharing negotiations.	Federal and provincial responsibilities for treaty settlement costs are clearly defined.
Treaty Teams Treaty-Related Measures Communications	Negotiate treaty-related measures to assist in moving negotiations forward.	Number of agreements completed.	10 agreements completed.	First Nations remain engaged in negotiations. Increased economic opportunities for First Nations. Negotiations in specific areas advance.

OBJECTIVE: Facilitate Cross-Government Co-ordination of Treaty Initiatives

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Information Provision Aboriginal Relations	Allocate funding across government to capture or enhance information to support treaty negotiations.	Number of projects supported through the Common Land Information Base Fund.	67 projects supported.	Provincial land and resource data is provided to treaty tables.
		Number of projects supported through the Line Ministry Fund.	25 projects supported.	Local and regional communities and economies in British Columbia benefit from treaty settlements.
	Review, refine and implement a Data Management Plan.	% of Data Management Plan implemented.	80% of Data Management Plan implemented.	
Implementation and Settlement Legislation	Manage and coordinate provincial implementation of Final Agreements.	% of provincial responsibilities due for completion during this time frame.	100% of time-defined implementation activities completed.	Final Agreements brought into effect.

OBJECTIVE: Promote Public Awareness and Stakeholder Support of Treaty Settlements

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Treaty Teams Mandates Implementation and Settlement Legislation	Ensure local government and stakeholder input is obtained during treaty negotiations.	Number of advisory committee meetings.	Maintain average of 213 meetings throughout the year.	Majority of British Columbians support treaty settlements.
Treaty Teams Communications Implementation and Settlement Legislation Deputy Minister's Office	Increase public access to information about treaty negotiations, Aboriginal issues and implementation of Final Agreements.	Number of public information sessions and open Main Table negotiating sessions advertised.	Maintain average of 60 sessions throughout the year.	
		Number of public inquiries and requests for information on Aboriginal issues and treaty negotiations.	Increase in visits to web site compared to 2000/01. Increase in requests for ministry publications compared to 2000/01.	
		Number of letters received from the public on Aboriginal issues.	Average response time within government standard of three weeks.	

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Implementation and Settlement Legislation	Establish Adjustment Projects at the completion of each Final Agreement.	Adjustment Project for Nisga'a Final Agreement established.	Nisga'a Final Agreement Adjustment Project implemented. All eligible individuals and communities adversely impacted by the Nisga'a Final Agreement receive assistance.	Provincial responsibility for adjustment funding at the completion of Final Agreements fulfilled. Individuals and communities who receive assistance adjust to changing circumstances.

GOAL 2: Strengthen Relationships with First Nations Communities and Aboriginal People in British Columbia

OBJECTIVE: Resolve Issues Arising from First Nations Rights and Title Claims and Increase Social, Economic and Cultural Opportunities for Aboriginal People in British Columbia

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Aboriginal Relations Communications	Facilitate negotiations or discussions between First Nations, provincial ministries and agencies, industry, local government, and the federal government on issues arising with First Nations not in the treaty process, or arising from historic treaties. Assist local governments and industry to build working relationships with First Nations that enhance access to economic development opportunities for First Nations.	Number of agreements completed. Decrease in First Nation civil disobedience.	Complete four agreements. Decrease disruptions by 25% over previous year.	Increased access to economic opportunities for Aboriginal and non-Aboriginal communities. Enhanced working relationships between First Nations, industry and local governments. Industry moving forward with economic development projects.
	Negotiate specific and cut-off claims with Canada and First Nations.	Number of claims settled.	Conclude two cut-off claims.	Long-standing First Nation's grievance resolved.

Business Areas	Strategies	Performance Measures		
		Outputs	**Target for 2001/02**	**Outcomes**
Aboriginal Relations Finance and Administration	Provide financial assistance to social and cultural programs for Aboriginal citizens through the First Citizens Fund.	Number of grants provided.	23 Friendship Centres assisted.	Aboriginal people living in urban areas have access to social and recreational programs designed to address their specific needs.
		Number of Aboriginal organizations provided with grants to enable elders to participate, network and share cultural knowledge.	26 Aboriginal organizations assisted.	Aboriginal elders throughout British Columbia are better informed and able to assist their communities in efforts to preserve and restore Aboriginal cultures and languages.
	Provide financial assistance to support Aboriginal post-secondary students.	Number of students provided with bursaries.	110 students assisted.	Aboriginal students continue to obtain and complete post-secondary education and training.
	Provide financial assistance to support Aboriginal entrepreneurs.	Number of loan subsidies provided. Number of Aboriginal businesses supported. Number of employment opportunities created.	140 grants provided. 140 businesses assisted. 325 jobs created.	Aboriginal people actively engaged in the economy as entrepreneurs.

OBJECTIVE: Facilitate Cross-Government Co-ordination of Aboriginal Social Initiatives

Business Areas	Strategies	Performance Measures		
		Outputs	**Target for 2001/02**	**Outcomes**
Aboriginal Relations	Facilitate cross-sectoral social policy forums and program development groups to improve program and service delivery to Aboriginal communities.	Number of agreements completed that establish how a provincial ministry and Aboriginal organization will agree to the delegation of social services.	Two framework agreements completed.	Greater efficiency in the delivery of culturally appropriate government services and programs in Aboriginal communities.

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Provincial Team	Facilitate cross-government implementation of National Aboriginal Youth Strategy	Number of ministries with youth components implementing Aboriginal youth initiatives.	30% of ministries with youth components implementing initiatives.	Improved health and social conditions for Aboriginal people.
	Work with other ministries to integrate programs and services for Aboriginal youth.	Number of ministries integrating programs and services for Aboriginal youth.	15% of ministries with youth components have integrated programs and services.	
	Work with Aboriginal organizations, other ministries and the federal government to identify opportunities for social program delivery by Aboriginal communities.	Increase in number of high-risk youth initiatives delivered by Aboriginal communities.	25% increase in high risk youth initiatives being delivered.	

GOAL 3: Efficient and Effective Organization

OBJECTIVE: Diversity in the workplace

Business Areas	Strategies	Performance Measures		
		Outputs	Target for 2001/02	Outcomes
Human Resources All Business Areas	Increase outreach activities to designated group organizations. Ensure hiring panels are gender balanced and include a representative of a designated group. Undertake preferential hiring to auxiliary positions. Continue to promote self-identification through annual employee surveys.	Number of Aboriginal employees Number of visible minority group employees Number of employees with disabilities Number of women in management level 9 or higher positions	Increase in actual representation for all groups over statistics for 2000/01.	Members of designated groups employed by the Ministry. Percentage of employees from designated groups is equal to or greater than their representation in the Province of British Columbia.

OBJECTIVE: Enhance Accountability and Resource Management				
Business Areas	**Strategies**	**Performance Measures**		
		Outputs	**Target for 2001/02**	**Outcomes**
Finance and Administration Human Resources Information Systems	Implement corporate Best Practices Projects in finance, information technology, and human resources administrative processing.	Number of best practices implemented.	Two projects implemented.	More efficient use of administrative resources.
Provincial Team Deputy Minister's Office Aboriginal Relations	Pursue opportunities with the federal government and BC Stats to acquire social and economic indicator data on First Nation's communities.	Agreement reached on what data is needed, how it will be aquired and shared.	No identifiable targets possible during this time frame.	Trends in First Nation's communities and impacts of treaty settlements and other agreements identified. Social and economic impacts of agreements can be accurately assessed. Government decision-making with respect to Aboriginal issues is enhanced.
Implementation and Settlement Legislation Deputy Minister's Office	Pursue opportunities with BC Stats to acquire regional economic and social data associated with Final Agreements.	Baseline regional data associated with Final Agreements established.	First year baseline data related to the Nisga'a Final Agreement acquired. Plan to capture data for future years established.	Regional impacts of Final Agreements identified.
Deputy Minister's Office	Establish procedures to gather performance measures data at regular intervals throughout the year. Continue to improve the organization's ability to establish meaningful performance measures and report on results.	All business areas covered in the organization's performance plan track and report on their performance.	The organization reports on all targets identified in its performance plan by June 30 the following year.	Public accountability

GLOSSARY OF TERMS

Aboriginal: Status Indians, Non-Status Indians, Inuit or Metis.

Agreement-in-Principle: Document produced in the fourth stage of the treaty process. The Agreement-in-Principle outlines the major points of agreement between the parties regarding provisions which will form the basis of the treaty. An Agreement-in-Principle is not binding on the parties, and changes may occur in negotiating the Final Agreement.

Band: An organizational structure defined in the *Indian Act*, which represents a particular body of Indians, as defined under the *Indian Act*.

British Columbia Treaty Commission: An independent body of five commissioners appointed by Canada, the Province and the First Nations Summit. The British Columbia Treaty Commission oversees and facilitates the six-stage process for negotiating treaties.

Business Area: A set of key activities or programs or budget areas related to the purpose, role and mandate of the ministry. Most ministries will have three-to-five key business or program areas; larger ministries may have more.

Cut-Off Claim: A claim by a First Nation arising from the removal of portions of Indian reserves which occurred following the recommendations of the 1913-1916 federal-provincial McKenna-McBride Commission. Negotiated outside the treaty process.

Disabled Person: Someone who has a persistent physical, mental, psychiatric, learning or sensory impairment. As a result someone:
- experiences specific and serious barriers to employment; or
- believes that a potential employer would likely consider them to be disadvantaged; or
- requires work-related accommodation.

Environmental Scan: Summary information for critical thinking about, deciding on, and preparing a future course of action. An environmental scan assesses the ministry's internal strengths, weaknesses, challenges and opportunities. The scan examines factors within the ministry that can positively or negatively affect its ability to accomplish its mission, goals and objectives. The scan also assesses external forces that significantly effect the ministry.

Final Agreement: Document produced in the fifth stage of the treaty negotiation process. The Final Agreement embodies the principles outlined in the Agreement-in-Principle which are to be included in a treaty. Once ratified by the parties, it becomes a treaty.

First Nation: Defined as:
a) an Aboriginal governing body, organized and established by an Aboriginal community; or, b) the Aboriginal community itself.

First Nations Summit: An umbrella organization of some British Columbia First Nations and Tribal Councils. The First Nations Summit is one of the parties to the British Columbia Treaty Commission.

Full-time Equivalent: (FTE) The equivalent of one person working 1,827 hours in one year.

Goals: Goals are the long-term ends that the ministry (or a business or program area) wants to achieve in fulfilling its mandate and mission. Goals must be realistic and achievable.

Input Measure: A measure of the amount of resources (dollars and FTEs) used to undertake a function.

Mission: The reason for the ministry's existence. The statement that identifies what the ministry does, why it does it, and for whom. It also reminds the public and other government entities of the unique purposes promoted and served by the ministry. The ministry's goals, objectives and strategies must be consistent with its mission.

Objectives: Objectives are concise, realistic, results-oriented statements of what a ministry or program achieves in the short-term on the way to accomplishing its goals. Objectives must be stated in a way that clearly communicates what is to be achieved and measured or assessed, and by when.

Outcome Measure: Measuring the results and consequences or changes in conditions, behaviors or attitudes that indicate progress in achieving a program's or ministry's mission and goals. Outcomes may be immediate, ultimate, or somewhere in-between.

Output Measure: A measure of the level of service provided by a program (i.e., what and how much came out of a program or service). The measurable unit can be a number, percentage or ratio.

Performance Measures: A performance measure (sometimes referred to as an indicator) can be used to indicate the degree of success a ministry has in achieving its goals and objectives. When a measure has a specific numeric value attached to one aspect of the performance under consideration, it is then typically referred to as a performance indicator.

Performance Plan: A plan that describes a ministry's purpose or mission, its direction or vision, its goals and objectives, the operational strategies it will use to achieve those objectives, and how it will know if it has been successful (i.e., through the use of performance measures and targets).

Performance Target: Targets express pre-set, quantifiable performance levels to be attained at a future date.

Program: A set of activities with clearly defined, dedicated resources and measurable objectives that are coherent and consistent.

Result: A consequence, issue or outcome of an action or series of actions. Often used synonymously with "outcome" and or "output".

Specific Claim: A claim made by a First Nation which is based upon the alleged failure of Canada or British Columbia to meet either the terms of an existing agreement, or, in the case of Canada, their fiduciary obligation. Specific claims are negotiated outside of the treaty process.

Stakeholder: Parties outside of governments and First Nations who have an interest in treaty negotiations, including parties who hold legal interests, rights, permits or leases granted by a government.

Strategic Context: The strategic context of a performance plan provides high-level information that describes where a ministry is now. It usually includes a ministry's vision, mission, values and environmental scan.

Strategic Plan: The high-level, government-wide corporate document that outlines the government's vision, mission, values and key priorities for the medium to long term.

Strategies: Strategies are the actions that describe how objectives are to be achieved. Other terms used to describe strategies are programs, projects, initiatives and activities, among others.

Treaty: An agreement between government and a First Nation that defines the rights of Aboriginal peoples with respect to lands and resources over a specified area, and may also define the self-government authority of a First Nation. Treaties are Final Agreements that have been ratified by all parties.

Treaty Mandates: Instructions for negotiators from their respective governments, which set out treaty policy, related to the subjects to be negotiated.

Tribal Council: A self-identified entity that represents Aboriginal people or a group of bands.

Values: The value statement expresses a ministry's core values or fundamental beliefs. Values define the ministry's management style, organizational values, and code of conduct for personal and organizational behavior.

Visible Minority: Someone, other than an Aboriginal person, who is non-white in color regardless of their place of birth. This includes an individual with a parent who is a visible minority.

Vision: A clear and compelling picture of a ministry's preferred future; where the ministry is going, and where it wants to be. This vision must be sufficiently desirable and challenging to motivate and inspire ministry employees and influence decision-making.